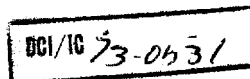
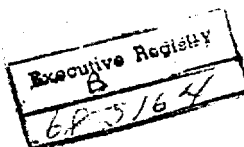


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17 JUL 1968

The Honorable George H. Mahon
Chairman
Committee on Appropriations
House of Representatives
Washington, D.C. 20515

My dear Mr. Chairman:

I have reviewed carefully the report prepared by your staff, on "Management and Conduct of Military Intelligence Activities in the Department of Defense," a copy of which you gave me. I have also read the comments on the report made by DIA and by General Carroll before your Committee.

The staff most certainly made an exhaustive survey of a very complex subject. It points up a number of problems in the conduct of intelligence activities in Defense, all of which are, I believe, now under active review by the staff. I think, however, that some of the criticisms made in the report might have come out a little differently if the staff had given more weight to some of the hard management choices that are inherent in the intelligence process.

One of the principal areas of criticism has to do with the entire review process under the Consolidated Intelligence Program (CIP). There is merit in this criticism, as the system is not perfect. On the other hand, DoD--and others--are well aware of its faults and are trying to improve it. As a matter of fact, this year's review, which has just begun under DIA's direction, reflects a number of procedural changes which already represent substantial improvement.

The entire problem of review of intelligence resources and programs in DoD is extremely complicated. It is a matter of intense interest to me and I am continuing to consult with the Secretary and Deputy Secretary of Defense about ways and means to ensure more effective coordination of these programs. Certain organizational actions leading toward improvement in this field have been taken and

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others are contemplated. As one example, I have recently established a three-man National Intelligence Resources Board which will advise me on intelligence aspects of programs involving major resource allocation. This Board is chaired by my Deputy and includes the Director, DIA and the Director of the Bureau of Intelligence and Research, Department of State. The advice of this Board on requirements for resources will in turn permit me to assist the Secretary and Deputy Secretary of Defense in their determinations about the most desirable and economical methods of technical collection.

In conclusion, may I say that the DIA is a relatively new organization. It has had its growing pains and its problems, but it has made a real place for itself in the intelligence community and I have basic confidence in its over-all management.

Sincerely,

/s/ Richard Helms

Richard Helms

cc: Deputy Secretary of Defense
Director, Defense Intelligence Agency

NIPE: [REDACTED] dm (8 July 1968)

Retyped per DCI changes (16 July 1968)

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